Headquarters U.S. Air Force

Integrity - Service - Excellence

Project Acquisition

Capt Anthony Figiera

AF Center for Environmental Excellen

HQ AFCEE/DCP

U.S. AIR FORCE

Housing Privatization Phases

Phase III – Project Acquisition

U.S. AIR FORCE

Description

Initial project concept development

Activities

- Housing Community Profile
- Environmental Analyses
- Housing Master Plan

Description

Refinement of project alternatives and feasibility

Activities

- Project Planning
- Requirements Analysis
- Concept Approval
- RFP Development

Description

Finalization of RFP, evaluation of proposals, and selection and closing of the "deal"

Activities

- RFP Finalization
- RFP Approval
- Industry Forum
- Solicitation Process
- Deal Closure

Description

Oversight of privatized housing, including design and construction of new and renovated housing

Activities

- Project Oversight
- Financial Planning and Budgeting
- Management Review Committee

Description

Disposition of assets at end of project; determination of continuing requirements

Activities

- Planning
- Asset Disposition

U.S. AIR FORCE

Overview

- Industry Forum
- Two-Step Solicitation Process
- Assessment and Selection Process
- Solicitation and Assessment
- Acquisition Support Team (AST) Composition and Training
- AST's Roles and Responsibilities

U.S. AIR FORCE

Industry Forum
Background

- Industry Forum (IF) executed by the PSC with strong base support
- Conducted at installation to create interest in the community and attract potential offerors
- Ideally held during Congressional solicitation notification period
  - Dead time in the schedule
  - IF held within 30 days of solicitation,
    - Developer interest remains high
    - Pre-proposal conference is not necessary

U.S. AIR FORCE

Activities Prior to the Industry Forum

- **Review Generic Industry Forum Checklist**
  - **Comprehensive list of activities**
  - **Provided by AFCEE**
- **Review lesson's learned from previous industry forums**
- **Engage early with MAJCOM, AFCEE and PSC**

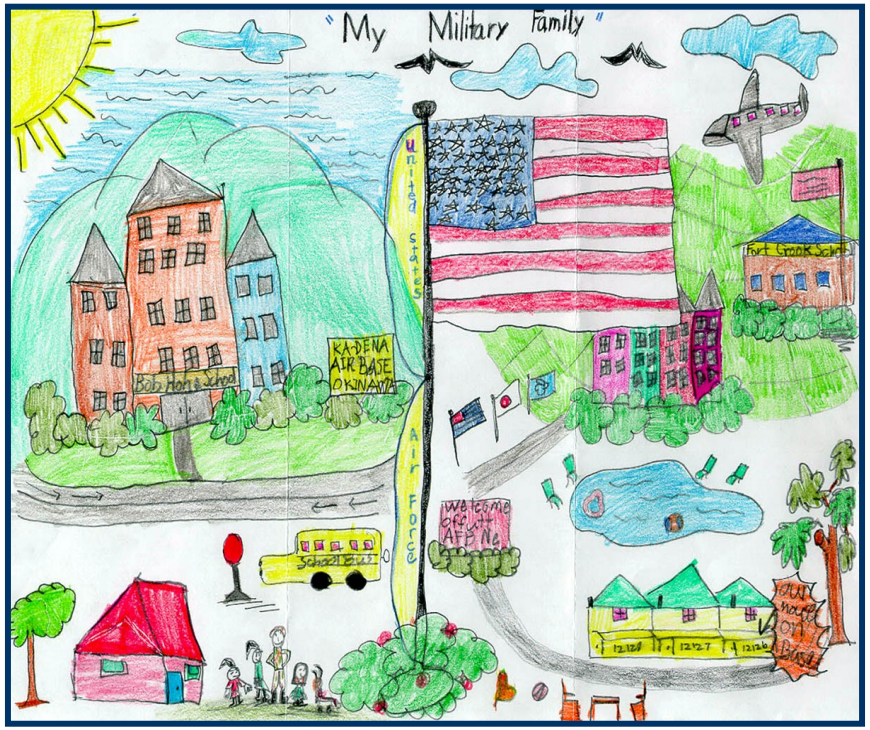
U.S. AIR FORCE

Activities Prior to the Industry Forum (Cont'd)

- **Announcement of the project and Industry Forum dates should include:**
  - **Announcement in the FedBizOpps web site (http:/www.fedbizopps.gov/)**
  - **Notification to the local, regional, and national home builders associations**
  - **Announcement on PSC, AFCEE, installation, MAJCOM, and DoD Competitive Sourcing and Privatization Internet web sites**
  - **Public Affairs-approved announcement to selected newspaper(s), as appropriate**

Activities Prior to the Industry Forum (Cont'd)

- **Prior to the Industry Forum, the PSC will post the following information on their web site:**
  - **Draft briefing slides**
  - **Project fact sheet**
  - **Draft project Statement of Objectives (SOO)**



- **All informational materials will be coordinated with the base and MAJCOM**

U.S. AIR FORCE

Activities During the Industry Forum

- The Industry Forum includes:
  - Icebreaker Social
  - Wing mission briefing by Wing/CC
  - ILEH Overview
  - Privatization Process Overview
  - Project overview by the PSC
  - Housing Tour
  - Expert Q&A Panel

Activities During the Industry Forum (cont'd)

- **PSC Briefing includes:**
  - **Current housing condition**
  - **Project concept, including design, construction, operation and maintenance requirements**
  - **Business and financial requirements**
  - **Acquisition and selection process**
- **PSC provides a binder with all briefing slides and project facts**

U.S. AIR FORCE

Activities Following the Industry Forum

- **Within one week following the Industry Forum, the PSC will:**
  - **Prepare written responses to industry questions**
  - **Coordinate responses with Base, MAJCOM and AFCEE**
  - **Post the approved responses on the PSC web site**
  - **Submit an After-Actions Report**

U.S. AIR FORCE

Industry Forum
Lessons Learned

- **Critical for the Installation Commander to kick off the Industry Forum and attend important activities**
  - **Demonstrates leadership interest and involvement in the effort**
- **Schedule and advertise the IF as early as possible**
- **Timing: conduct IF within 30 days of solicitation**
- **Hold briefings and Icebreaker off-base**
- **Invite *informed* base housing residents to attend Icebreaker**

Two-Step Solicitation, Assessment and Selection Process

Capt Anthony Figiera

AF Center for Environmental Excellence

HQ AFCEE/DCP

U.S. AIR FORCE

Two-Step Solicitation Process - Overview

- The AFCEE Generic RFP provides a two-step solicitation process
- Process allows:
  - All Offerors to respond to Step One in a timely and cost–effective manner
  - The Government down-selects Step One offerors expeditiously
  - Offerors qualified from Step One, proceed to Step Two

U.S. AIR FORCE

Two-Step Solicitation Process - Step One

Step One consists of two volumes:

Volume 1: Qualifications (subfactors listed in descending order of importance)

- **Factor 1 – Business Arrangements**
- **Factor 2 – Financial**
- **Factor 3 – Project Lifecycle Concept**

Volume 2: Past Performance

- **Factor 4 – Past Performance**

- The goal of this step is to downselect without discussions
- Offerors failing any of the evaluation factors are not allowed to continue in the process

U.S. AIR FORCE

Assessment and Selection Process - Step One

- **PSC Evaluates Step One Proposals and provides recommendations to the AST**
- **The AST will meet to review, discuss and rate the Step One proposals.**
- **AST briefs the Wing CC, ESG and Selection Authority (MAJCOM/CV) on assessment and obtains down select approval prior to initiating Step Two**
  - **All successful and unsuccessful offerors are notified of their standing by the PSC**
  - **Any requested debriefings to unsuccessful offerors conducted by Government CO**
  - **Offerors found to be the most highly qualified in Step One will be invited to submit detailed technical and business proposals under Step Two**

Two-Step Solicitation Process - Step Two

Step Two consists of three volumes:

- **Volume 3: Financial**

  Factor 1 – Financial

- **Volume 4: Design and Construction**

  Factor 2 – Design and Construction

- **Volume 5: Real Estate Management**

  Factor 3 – Real Estate Management

2

The goal of this step is to select the offeror that best meets the needs of the project, and make a final recommendation for MAJCOM/CV approval

Assessment and Selection Process- Step Two

- **PSC will brief the AST on the results of their Step Two assessment and recommendation**
- **AST will meet to review and rate the Step Two proposals and assess which offer provides the best deal for the Air Force**
  - **The AST co-chairs will arrange for a selection briefings to the Wing CC, ESG and Selection Authority (MAJCOM/CV)**
    - **Process may involve pre-briefs to MAJCOM and ILEH staff**
  - **The MAJCOM/CV will make the selection**
- **AST briefs the results of the evaluation and selection to the Deputy Under Secretary of Defense (Installations and Environment) [DUSD(I&E)] for concurrence /approval**

Headquarters U.S. Air Force

Integrity - Service - Excellence

The Acquisition Support Team (AST)

Capt Anthony Figiera

AF Center for Environmental Excellence

HQ AFCEE/DCP

U.S. AIR FORCE

U.S. AIR FORCE

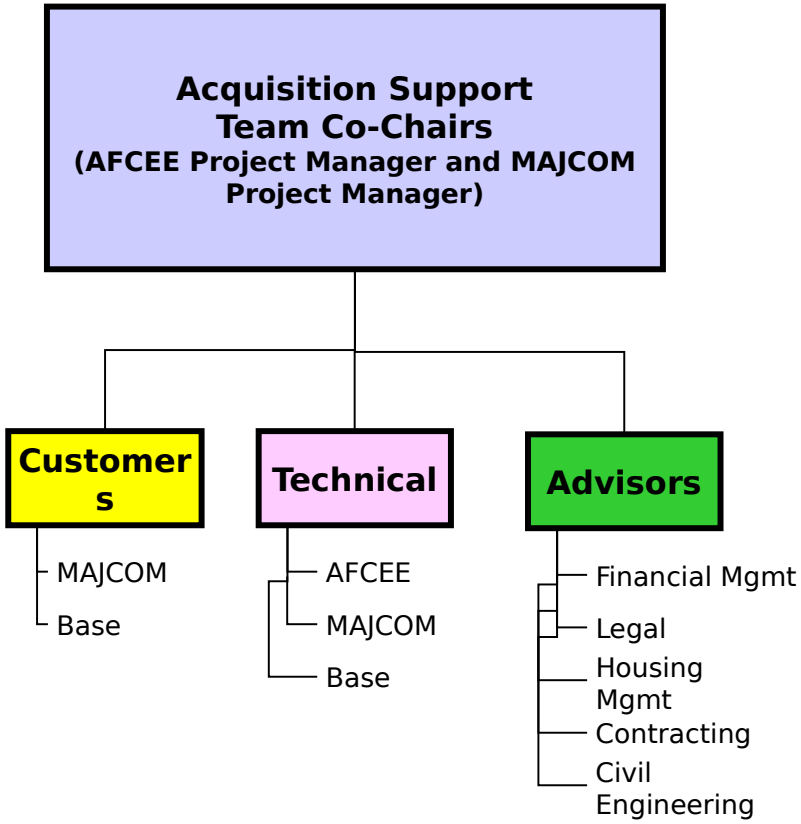
Overview

- Composition of the AST
  - AST Appointment
  - AST Training
  - AST Roles and Responsibilities
- SA Responsibilities
- Inherently Governmental Functions
- Key Decisions Made by the AST
- AST Activities and Meeting Locations
- Lessons Learned

U.S. AIR FORCE

Composition of the AST

- **AST is ideally composed of key members of the Project Development Team (PDT)**
  - **Civil Engineering**
  - **Contracting**
  - **Legal**
  - **Finance**
- **Advantages**
  - **Very familiar with RFP and project concept**
  - **Intimately involved in the resolution of base issues (e.g., environmental, utilities, school districts, etc.)**



Note: The PSC serves as a <u>consultant</u> to the AST

U.S. AIR FORCE

Composition of the AST (cont.)

- Consists of voting and advisory members
  - AST voting members should consist of at least 50 percent of MAJCOM and base personnel
  - Co-chaired by AFCEE PM and MAJCOM PM
- Key members of the AST should have selection experience, if possible

U.S. AIR FORCE

AST Appointment

- **The AST co-chairs provide letters of appointment to AST members**
- **Personnel assigned to the AST shall consider this duty as their primary responsibility**
  - **AST assignment takes precedence over all other work assignments**
  - **Supervisors are responsible for ensuring that other work assignments do not conflict with subordinates' AST duties**

U.S. AIR FORCE

AST Training

- AST members will receive selection training prior to RFP Issuance in Phase III
- AFCEE CO or designee will conduct the AST selection training
- Training emphasizes:
  - The need to safeguard proposal documents or information
  - That only appointed AST members can review or access proposal documents

U.S. AIR FORCE

AST Roles and Responsibilities

- **AST performs all <u>inherently governmental</u> functions during Project Acquisition and ensures that:**
  - **PSC-recommended solicitation evaluation documents are acceptable**
  - **Any issues which arise during Project Acquisition are appropriately resolved**
  - **Adherence to the Competition Plan for soliciting and assessing development proposals**
  - **All selection documentation is adequately and properly prepared to brief and obtain MAJCOM/CV approval**

U.S. AIR FORCE

AST Co-Chair Roles and Responsibilities

- **Primary duties are to:**
  - **Serve as the Selection Authority's quality control for all selection documentation**
  - **Serve as the primary administrator for the selection process**
  - **Insure adequate resources are available to perform the task at hand**
  - **Sign the AST appointment letters**

U.S. AIR FORCE

Selection Authority (SA) Responsibilities

- **SA has overall responsibility to direct the selection process:**
  - **Approves the Execution Plan (competition plan)**
  - **Ensures there is no unauthorized disclosure of selection information**
  - **Determines if award without discussions is appropriate**
  - **Makes selection decision**

U.S. AIR FORCE

Inherently Governmental Functions

- **Inherently Governmental Functions**
  - **Determination whether a proposal complies with the RFP**
  - **Decision to amend the RFP**
  - **Determination to exclude or include an offer within the competitive range**
  - **Determination of adequate price competition**
  - **Assignment of past performance rating**
  - **Assignment of color codes to factors**

U.S. AIR FORCE

Inherently Governmental Functions (cont'd)

- **Assignment of risk assessment ratings**
- **Comparative analysis of offers**
- **Integrated assessment as to which proposal provides the best overall value to the government**
- **Decision to select a particular developer's proposal for award**
- **Decision concerning the substance & extent of discussions or negotiations.**

U.S. AIR FORCE

Key Decisions Made by the AST

During Step One the AST validates the PSC assessment results, rates each factor, and recommends the down select for MAJCOM/CV approval.

During Step Two the AST validates the PSC assessment results, rates each factor, and makes a final recommendation for MAJCOM/CV approval

U.S. AIR FORCE

AST Activities and Meeting Locations

- **PSC sends a copy of each proposal (Steps One and Two) to the base, MAJCOM, and AFCEE**
  - **Project Manager at each location ensures proposals are safeguarded and available only to appointed AST members**
  - **AST members at each location review proposals and prepare questions or clarifications if necessary**

U.S. AIR FORCE

AST Activities and Meeting Locations (cont'd)

- **Key AST members may be required to attend meetings at the PSC's office during the solicitation evaluation process**
- **Ensure evaluation process is being accomplished per the Competition Plan**
- **Validate PSC proposal assessment**

U.S. AIR FORCE

AST Activities and Meeting Locations

- **At the conclusion of each evaluation step, all AST members meet at a location that is most convenient**
  - **Validate the PSC's proposal assessment**
  - **Reach agreement for a recommendation to the MAJCOM/CV**
  - **Review/approve PSC-developed MAJCOM/CV recommendation briefings**

U.S. AIR FORCE

Lessons Learned

- At a minimum, expertise in financial, contracting, legal, and engineering is required to diversify the team and effectively evaluate proposals
- Members must be empowered to make decisions
- AFCEE will augment the AST with any necessary members not identified from base or MAJCOM resources
- Continuity from PDT to AST is essential to building a successful project
- Installation commander support is vital
- Base Housing office must be strongly involved throughout
- AST members should be trained in AF source selection procedures and the PSC's role in the process

Headquarters U.S. Air Force

Integrity - Service - Excellence

Source Selection Discussions

Kathy James
Contracting Operations Division
SAF/AQCK
DSN: 425-7012 COMM: 703-588-7012
kathleen.james@pentagon.af.mil

U.S. AIR FORCE

U.S. AIR FORCE

Source Selection Discussions

- **Boundaries of Discussions**
  - **Must be “meaningful”; certain things must be discussed (e.g., deficiencies)**
  - **Discretionary items may be discussed if appropriate (e.g., bargaining, give-and-take, terms)**
  - **Some items may NOT be discussed (e.g. other offeror’s proprietary information)**
- **Competitive Range**
- **Debriefing**

U.S. AIR FORCE

Source Selection Discussion (cont)

- **What must be discussed?**
  - **All problematic ("deficient") aspects of the offeror's proposal including:**
    - **material failure to meet requirements**
    - **unacceptable risk (would usually relate to the offeror's approach)**
    - **adverse past performance to which the offeror has not previously had the opportunity to respond**
  - **Be specific**

U.S. AIR FORCE

Source Selection Discussions (cont)

- What may be discussed if appropriate?
  - Improving financials (lowering scored costs, if proposed)
  - Increased performance (within Government's affordable limits)
  - Excesses in offeror's proposal making them potentially not competitive
  - Results of Government's own financial analysis and market research
- If deciding to discuss discretionary items, be specific!

U.S. AIR FORCE

Source Selection Discussions (cont)

- **What may NOT be discussed?**
  - **Anything that results in not treating offerors fairly (e.g., coercing, misleading, or "hand-holding" an offeror through discussions to bring the offeror's proposal up-to-speed-- too many "bites of the apple")**
  - **Other offerors' proprietary information, including:**
    - **Unique approaches**
    - **Innovative and unique use of commercial practices**
    - **Proprietary property**
    - **Offeror's financial proposal with other offerors**
  - **Names of individuals providing past performance information**

U.S. AIR FORCE

Source Selection Discussions (cont)

- **Competitive Range (CR)**
  - **Shift from "When in doubt, leave in" to "When in doubt, kick them out" (Aggressive CR determinations)**
  - **Include only most highly rated proposals with reasonable chance of award**
  - **May include otherwise acceptable offerors with some "deficiencies" if meaningful discussions can correct deficiencies and offeror can have reasonable chance of award without significant revisions to proposal**
  - **May exclude acceptable proposals if little chance of winning**
  - **Exclude deficient proposals if major modifications would be required to become acceptable, or offeror refuses to meet minimum requirements of the RFP**

U.S. AIR FORCE

Source Selection Discussions (cont)

- **Debriefings - Why do them?**
  - **Permits the offeror to "free up" resources if it doesn't have a reasonable chance of award**
  - **Provides offeror with "lessons learned" to improve future proposals**
  - **Can help reduce the chance that an unsuccessful offeror will protest in order to gain additional information not otherwise provided by the Air Force**
- **Should be comprehensive, giving the offeror being debriefed a clear understanding of why it did not have a reasonable chance of award**
- **Should be done as soon as reasonably practicable**

U.S. AIR FORCE

Contact Information

Questions?

Capt Anthony Figiera

AF Center for Environmental Excellence

HQ AFCEE/DCP

(210) 536-8785

DSN 240-8785

anthony.figiera@brooks.af.mil